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Workforce Development Operational Tool (WFD OT) Workshop Technical Report

9-11 December 2025
Amman, Jordan



TABLE OF CONTENTS

Contents

TABLE OF CONTENTS2

EXECUTIVE SUMMARY3

BACKGROUND.....4

GOAL AND OBJECTIVES5

METHODS6

RECOMMENDED NEXT STEPS..... 10

ANNEXES 11

EXECUTIVE SUMMARY

The **Tripartite Zoonoses Guide (TZG) Workforce Development Operational Tool (WFD OT)** provides national and sub-national authorities with an evidence-based approach to plan and strengthen a multisectoral One Health workforce for effective zoonotic disease management. Using a stepwise methodology with modules and exercises, the tool helps identify gaps in workforce functions, occupations, and competencies, as well as institutional enabling environments.

From **9–11 December 2025**, representatives from Jordan's **Ministry of Health, Ministry of Agriculture, and Ministry of Environment, Ministry of Local Administration, the Food and Agriculture Organization of the United Nations (FAO), World Health Organization, United Nations International Children's Emergency Fund (UNICEF), and Academia** convened in Amman to strengthen their multisectoral workforce for zoonotic disease management. The workshop focused on developing **Terms of Reference (ToR)** for Jordan's One Health workforce.

Key achievements included:

- Agreement on **priority functions** for zoonotic disease management across all ministries.
- Identification of **sector-specific occupations** relevant to these functions.
- Drafting of **Terms of Reference**, related to the above priority functions, for Jordan's One Health workforce.
- Matching and rating occupations against priority functions at the institutional level to assess strengths and gaps.

Due to time constraints, subsequent exercises were limited to demonstrations or partial practice. Participants reviewed **competency packages** for selected priority functions and explored two global resources:

1. **Database of global and regional trainings and tools (M34a).**
2. **Database of tools and resources for enabling environments (M39).**

These resources, downloadable from [WHO webpage](#), aim to:

1. Identify relevant training to strengthen critical competencies.
2. Provide resources and tools to address workforce challenges.

The workshop concluded with **recommended actions** to enhance Jordan's One Health workforce for zoonotic disease management.

BACKGROUND

Most countries recognize the benefits of taking a multisectoral, One Health approach to effectively manage zoonotic diseases and other health challenges at the human-animal-environment interface. Despite an enthusiasm for One Health, many countries still face difficulties in operationalizing multisectoral coordination, communication, and collaboration, and have limited human resources available or accessible to do so.

The Tripartite Zoonoses Guide's (TZG) Workforce Development Operational Tool (WFD OT) supports national and sub-national authorities and other relevant stakeholders to use an evidence-based approach to plan and strengthen a multisectoral, One Health workforce for effective zoonotic disease management. Through a stepwise approach organized in a series of modules and exercises, the WFD OT enables government authorities to identify gaps in functions, occupations, and competencies in the official workforce and in its enabling environment at the institutional level. Key steps include a situation analysis and identification of the priority workforce functions, occupations, and competencies needed for effective zoonotic disease management. Associated challenges and needs for workforce development are identified in parallel.

Jordan is implementing the WFD OT as part of its engagement with the Pandemic Fund, which awarded the country a grant to strengthen its public health architecture for pandemic preparedness. This national program adopts a **One Health** approach, integrating human, animal, and environmental health systems. It focuses on three strategic pillars: surveillance, laboratory strengthening, and workforce development.

This workshop report contributes to the third pillar, supporting Jordan's efforts to develop and sustain a competent workforce for epidemic and pandemic preparedness.

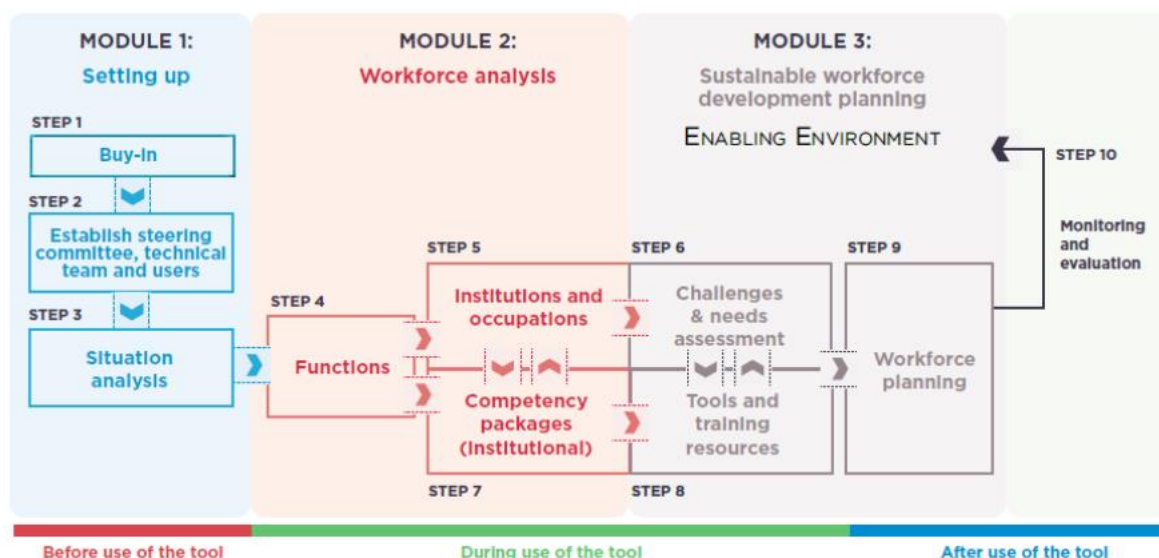
GOAL AND OBJECTIVES

Goal of the WFD OT workshop

The WFD OT will be useful to Jordan in establishing an evidence-based approach for strengthening their multisectoral workforce based on needs for zoonotic disease management.

Objectives:

1. At the end of the workshop, by using the WFD OT, participants will be able to:
 - Identify the existing and needed multisectoral, One Health functions, occupations and competencies for effective zoonotic disease management in the country;
 - Assess functions and associated competencies at institutional level;
 - Plan for further human resource/staffing needs and competency-based education and training strategies as appropriate; and
 - Identify challenges in the enabling environment and associated resources to address them.
2. The Terms of Reference for the One Health workforce in Jordan will be drafted.



Pre-workshop preparation

Module 1 of the Workforce Development Operational Tool (WFD OT)—comprising *Step 1: Buy-in*, *Step 2: Establishing a steering committee, technical team, and users*, and *Step 3: Situation Analysis*—was completed prior to the workshop. The WHO Jordan Office coordinated with representatives from the Ministry of Health (MOH), Ministry of Agriculture (MOA), and Ministry of Environment (MOEn) at least three months in advance (Step 1). These representatives formed the planning and technical team for Jordan’s One Health workforce development (Step 2). The MOH representative compiled information and conducted the situation analysis for One Health and workforce development in Jordan.

Day 1: Situation Analysis, Priority Functions, and Sector-Specific Occupations

During the workshop (see *Annex 1: Agenda*), the MOH representative presented the situation analysis (Step 3). Participants then engaged in an exercise to conceptualize functions using a disease scenario. Working in mixed-sector groups, they reviewed all 36 functions across 8 categories proposed in the tool for coordinated zoonotic disease management and prioritized the five most critical functions. A plenary discussion followed, resulting in 10 priority functions for Jordan (Step 4). See *Annex 2* for the list of priority functions.

Next, participants worked in sector-specific groups (human health, animal health, and environment) to review occupations relevant to their sectors for zoonotic disease management. Using the WFD OT’s suggested lists for various One Health sectors, each group revised, added, or removed occupations as needed (Step 5). By the end of the exercise, at least 10 occupations per sector were identified for Jordan. See *Annex 3* for the finalized list of occupations. This concluded Day 1.

Day 2: Development of Terms of Reference and Institutional Assessment

Day 2 began with a recap of Day 1 by a representative from the Ministry of Health (MOH). As the workshop focused on developing Terms of Reference (TORs) for Jordan’s national One Health workforce, the session continued by building on the priority functions (*Annex 2*) and sector-specific occupations (*Annex 3*) identified on Day 1.

To support this process, participants used reference materials from the [WFD OT Compendium](#), including *M26: Functions and Subfunctions* and *M29: Example Tasks by Occupation*. The draft TORs for Jordan’s One Health workforce for zoonotic disease management are provided in *Annex 4*.

Following this, participants conducted an exercise to match and rate occupations against priority functions at the institutional level. The objective was to identify strengths and weaknesses in implementing these functions based on institutional needs. Using a flip chart, priority functions were listed on the left and revised occupations across the top. Each sector qualitatively assessed using color codes below, leaving irrelevant cells blank or crossed out (see *Figure 1* for an example). The results of this matrix exercise are presented in *Annex 5*.

Green	The function is fully delivered by the occupation
Yellow	The function is adequately delivered by the occupation
Red	The function is not adequately delivered by the occupation

Figure 1. A mock-up matrix for matching and rating of occupations and functions.

Functions/Occupations	Chair of the multisectoral collaboration mechanism (MCM)	Chief veterinary officer or equivalent director of veterinary services (gov)	Finance officer	Human resource manager	Supply/ Inventory/ Logistic officer (gov)	Program/ Project manager	Outbreak response coordinator (gov)	Bio-statistician	Veterinary Epidemiologist	Microbiologist
Coordinate zoonotic disease management using a defined framework and/ or multisectoral coordination mechanism										
Supervise / oversee the coordination of activities conducted at the interface among sectors for the management of zoonotic diseases										
Jointly identify relevant stakeholders and involve them in zoonotic disease management										
Lead the development and organisation of joint simulation exercises										
Lead the development and organisation of joint after-action reviews										
Represent your agency when engaging with partners and representatives from other agencies and sectors										
Disseminate information and provide updates within the multisectoral coordination mechanism or to relevant partners on coordinated activities										

This exercise was designed to stimulate discussion on workforce challenges related to functions, occupations, and the enabling environment. Continuing in sector-specific groups, participants proceeded to Step 6 of the tool, identifying needs, challenges, barriers, and opportunities. These were categorized according to predefined categories below to facilitate resource identification in subsequent steps.

Scope of needs and challenges addressed by the WFD OT

- Institutional functions i.e., terms of reference
- Institutional occupations i.e., types of jobs titles
- Institutional competence
- Training activities
- Others

Workforce-related needs and challenges in the enabling environment

- Health policy and system support for community health workers
- Educational and training quality
- Enforcement/ implementation of policy, legislation, or strategies
- Funding i.e., resource mobilization and allocation
- Governance/ institutional structure/ cross-sectoral structure
- Health workers migration

- Infrastructure
- Labour market
- Occupational safety and health
- Policy/ legislation/ strategies
- Political will
- Regulation of the professions
- Standard operating procedures (SOPs)
- Workforce retention
- Working conditions/ protections
- Others

Day 3: Competency Assessment and Resource Identification

Due to limited time, Step 7 and Step 8 of the WFD OT were only practiced or demonstrated.

In Step 7: Rating Competency Packages, participants reviewed and rated competency packages at the institutional level to assess how they support the implementation of the priority functions identified in Step 4. The WFD OT defines a competency as: *“The ability of a person to integrate knowledge, skills, and attitudes in performing tasks within a given context. Competencies are durable, trainable, and measurable through observable behavior.”*

To develop the WFD OT competency framework, approximately 1,700 competencies from 23 frameworks were consolidated into 133 competencies, grouped into 36 competency packages. These packages are categorized as:

- **Non-technical competencies:** Applicable to all personnel across sectors and disciplines involved in zoonotic disease management.
- **Technical competencies:** Relevant to personnel based on institutional mandates, functions, and occupations.

Participants were provided with an Excel template listing suggested competency packages for each function. They rated these packages at the institutional level for selected priority functions using a color-coded system below (see **Figure 2** for an example).

Green	This competency package is strong in the institution(s) to perform the function (e.g., 75% of the requirement for this competency package is met by the occupation(s) in the institution responsible for this function).
Yellow	The competency package is adequate in the institution(s) to perform the function (e.g., 25–75% of the requirement for this competency package is met by the occupation(s) in the institution responsible for this function).
Red	The competency package needs to be strengthened in the institution(s) to perform the function (e.g., < 25% of the requirement for this competency package is met by the occupation(s) in the institution responsible for this function)

Figure 2. An mock-up of rating competency packages by priority function

Functions/Occupations	Rate The Strength Of Competency Package	Competency Package
Coordinate zoonotic disease management using a defined framework and/ or multisectoral coordination mechanism		Communication and advocacy
		Interpersonal relationships
		Cultural inclusion, diversity, and equity
		Policy
		One Health and Systems Thinking
		Collaboration
		Leadership
		Partnerships
		Preparedness Planning
		Communication and coordination in an outbreak
Supervise/ oversee the coordination of activities conducted at the interface among sectors for the management of zoonotic diseases		Communication and advocacy
		Interpersonal relationships
		Cultural inclusion, diversity, and equity
		Policy
		One Health and Systems Thinking
		Collaboration
		Leadership
		Partnerships
		Preparedness Planning
		Communication and coordination in an outbreak

In Step 8: Identifying Resources to Strengthen Competencies, participants explored available education programs, trainings, and tools to strengthen competency packages identified as needing improvement in Step 7. This included reviewing the Database of Global and Regional Trainings and Tools (M34a). Users were encouraged to identify additional regional and national programs and resources in local languages.

The objective of this step was to select the most relevant training opportunities to address gaps in competency packages. The M34a database primarily features resources developed by FAO, UNEP, WHO, and WOA (approximately 65%), along with select materials from other institutions. These organizations do not explicitly endorse any training materials other than their own.

Additionally, participants were introduced to the Database of Tools and Resources for Enabling Environments (M39), which supports countries in addressing challenges identified in Step 6.

- **Tools:** Require active participation and follow structured steps.
- **Resources:** Provide passive guidance for activities, plans, and strategies without a defined start or finish.

Both databases (M34a and M39) can be downloaded from the [Workforce Development for Effective Management of Zoonotic Diseases page](#) and used to identify relevant tools and resources for strengthening competencies and enabling environments.

RECOMMENDED NEXT STEPS

The final session of the workshop focused on Step 9: Initiating the Workplan. Participants from the three sectors—human health, animal health, and environment—discussed and agreed on a set of recommended actions for workforce planning, based on the outcomes of the workshop exercises. These actions incorporate a monitoring and evaluation mechanism in alignment with Step 10 of the WFD OT, ensuring progress can be tracked and assessed over time.

The detailed results of these discussions, including the agreed actions and proposed monitoring framework, are provided in Annex 6.


ANNEXES

Annex 1. Agenda of the workshop

DAY 1		
Time	Session	Responsible person(s)
08:30	Registration	
09:00	Welcome	Representatives of the ministries and Quadripartite organizations
09:15	Introduction of participants	All participants
09:30	Introduction to the Quadripartite, and to One Health	WHO RO
09:45	Introduction to the WFD OT Module 1: Setting up Q&A	WHO HQ
10:05	Country context: Review of results of the situation analysis Q&A	MOH and MOA representatives
10:45	Coffee / Tea and Group photo	
11:15	Module 2 Workforce Analysis: <ul style="list-style-type: none"> • Introduction to workforce functions for zoonotic disease management • Distribution of glossary • Introduction to exercise 1 	WHO HQ
11:30	Exercise 1 part 1: <ul style="list-style-type: none"> • Conceptualize functions 	Group work (mixed sectors)
12:00	Exercise 1 part 2: <ul style="list-style-type: none"> • Review 36 functions, add any missing ones • Select 10 priority functions for One Health workforce 	Group work (mixed sectors)
12:45	Plenary discussion: Reach a consensus on 10 priority functions	Plenary
13:15	Module 2 Workforce Analysis <ul style="list-style-type: none"> • Introduction to occupations to address zoonotic diseases • Introduction to exercise 2 	WHO HQ
13:30	Exercise 2 part 1 <ul style="list-style-type: none"> • Review occupations for each sector according to the country context Select up to 10 occupations / sector for the exercise	Group work (by sector)
14:25	Wrap up Day 1	
14:30	Lunch	

DAY 2		
Time	Session	Responsible person(s)
09:00	Welcome and Day 1 recap	National representative
09:15	Building a TOR for One Health Workforce	Group work (by sector)
10:30	Coffee / Tea	
10:45	Module 2 Workforce Analysis	WHO HQ

	Introduction to Exercise 2 part 2: Match and rate occupations and functions & introduction to Step 6 (Identify needs and challenges)	
11:00	Exercise 2 part 2: <ul style="list-style-type: none"> • Match and rate functions by occupations using the flip charts 	Group work (by sector)
12:00	Sector discussions: identify challenges and critical gaps	Group work (by sector)
12:45	Plenary sharing and discussion Action planning	Plenary
13:30	Wrap up Day 2	National representative
14:00	Lunch	

DAY 3		
Time	Session	Responsible person(s)
09:00	Welcome and Day 2 recap	National representative
09:20	Module 2 Workforce Analysis: <ul style="list-style-type: none"> • Introduction to competencies and competency packages associated with functions • Introduction to Exercise 3 	WHO HQ
09:40	Exercise 3: Review and rate competency packages by function	Group work (by sector)
10:30	Coffee / Tea	
10:45	Module 3 Sustainable workforce development planning: <ul style="list-style-type: none"> • Overview of education and training resources and options to strengthen identified competencies • M34 Database navigation 	WHO HQ
11:45	Module 3 Sustainable workforce development planning (cont'd): <ul style="list-style-type: none"> • Introduction to workforce planning and monitoring and evaluation (M&E) • M39 Database navigation 	WHO HQ
12:30	Break	
12:45	Exercise 5: Step 9 template for sector-specific workforce planning (linking needs, competencies, and resources)	Plenary Moderated by national facilitator
13:45	Closing and evaluation	

Annex 2. Jordan's priority coordinated functions for zoonotic disease management

Category	Function #	
Strategic planning and emergency preparedness	1 +7	Coordinate zoonotic disease management using a defined framework and/ or multisectoral coordination mechanism and disseminate information and updates to all stakeholders as relevant
	3 + 8	Jointly identify stakeholders, review, and adjust, as needed, legislation and regulations relating to zoonotic disease management
Surveillance and information sharing	13+17	Evaluate laboratory capacities, develop and harmonize laboratory protocols and reporting across sectors (including specimen collection, sample submission forms, packaging, transport, test algorithms and protocols, results reporting and shared data analysis)
	11 +12 + 16	Jointly develop / align and evaluate strategy, plans, and legislation for coordinated surveillance system and data analysis, leveraging all relevant sectors.
	14	Coordinate joint early warning based on zoonotic disease signals and the multisectoral development of surveillance reports
Coordinated investigation and response	18 + 19	Lead or participate in joint outbreak investigation and response activities, including in incident management systems and biosafety and biosecurity measures
Joint risk assessment	23	Conduct routine and as-needed joint risk assessments for (prioritized) zoonotic disease threats and develop relevant recommendations for risk management
Risk reduction, risk communication, and community engagement	24+ 25	Develop harmonized risk communication and coordinate dissemination of tailored messages for risk reduction, of situation updates, and of recommendations to interested parties and the public
Workforce development	33	Develop capacity development programmes for training and continuing education for relevant staff focusing on the One Health approach
Monitoring and evaluation	36	Monitor and evaluate the effectiveness of zoonotic disease management activities

Annex 3. Sector-specific occupations responsible for delivering the priority functions for zoonotic disease management

Animal health sector

#	Occupation	Institution, department, and administrative level where present. Otherwise indicate “missing” or “not applicable.”
1	CVO vet officers	MOA, Veterinary and Animal Health Directorate
2	Head one health and zoonotic diseases department officers vet officers	
3	field veterinary officer	
4	Lab veterinary officers	
5	Lab technician officers	
6	Information communication technology officer	
7	Legal officer	
8	Extension worker(traning and farmers awareness)	MOA/extension sector
9	Financial officers	
10	Human resource development officer	HR directorate
11	Procurement and tenders directorate officers	
12	Field Paravet directorate officers	
13	Transportation department/ officers	

Environment sector

#	Occupation	Institution, department, and administrative level where present. Otherwise indicate “missing” or “not applicable.”
1	Meteorologist	
2	Biostatistician	
3	Environment health expert	
4	Vector control expert	
5	Scientist/ Researcher	
6	Ecologist	
7	Environment health officer (gov)	
8	WASH expert	
9	Laboratory technician	
10	Head of One Health Division	
11	Veterinary expert	

Human health sector

#	Occupation	Institution, department, and administrative level where present. Otherwise indicate “missing” or “not applicable.”
1	Director of communicable disease	Central
2	Director of Financial Affairs administration	Central
3	Director of Procurement and Supplies / CD Warehouse	Central
4	Community Medicine Specialist	Central/Intermediate
5	Lab Technician	Central/Intermediate
6	Public Health Inspector	Intermediate
7	Nurse	Central/Intermediate/Local
8	Director of Health Communication and Awareness	Central
9	Head of Zoonotic Diseases and One Health	Central
10	Head of Disease Control Department	Intermediate
11	Veterinarian	Central
12	Data Analysis Expert	

**Jordan's One Health Workforce for zoonotic disease management
Ministry of Agriculture (MOA) Term of Reference**

1. Occupation / title: CVO vet officers

Responsibility:

- Oversees and coordinates veterinary service personnel at national and sub-national levels
- Monitors and evaluates available data and information on animal health to inform regulations and legislation for animal health governance, functions, and services
- Coordinates effective and timely animal health emergency management activities, particularly of veterinary services, while supporting the continuity of essential functions and services
- Conducts animal health system planning and coordination, including alignment of national strategies, policies, and plans, and engages with relevant stakeholders to promote integrated cross-sectoral coordination for animal health

2. Occupation / title: Head of One Health and zoonotic diseases department

Responsibility:

- Acts as contact person for an animal health organization or agency to promote rapid information sharing, partnership, and collaboration to strengthen capacity to manage zoonotic health events
- Maps and engages with relevant stakeholders and partners to coordinate One Health activities
- Supervises response activities in accordance with national response strategies and plans using available resources
- Maps and engages with relevant stakeholders and partners, including communities and private sector, for a comprehensive and coordinated multisectoral emergency response approach
- Participates in outbreak investigations and conducts epidemiological studies in collaboration with relevant stakeholders, including health officials
- Designs and maintains animal health surveillance systems
- Manages and interprets surveillance data to assess the potential consequences for animal health and to identify potential control strategies
- Develops and implements vector control programmes based on local entomological and epidemiological data to monitor, prevent, and mitigate the presence and burden of vector-borne diseases
- Supports the development and monitoring of legislation and policies aimed at reducing exposure to disease vectors and promotes evidence-based vector control measures
- Monitors and evaluates available data and information on animal health to inform regulations and legislation for animal health governance, functions, and services Led by CVO
- Coordinates effective and timely animal health emergency management activities, particularly of veterinary services, while supporting the continuity of essential functions and services Led by CVO

- Conducts animal health system planning and coordination, including alignment of national strategies, policies, and plans, and engages with relevant stakeholders to promote integrated cross-sectoral coordination for animal health Led by CVO

3. Occupation / title: Lab veterinary officers

Responsibility:

Potentially similar to those of Laboratory technician, but the following may be distinct:

- Develops standards, protocols, and recommendations for safe and quality sample collection, packaging, transport, and testing on behalf of the government
- Performs sample testing on behalf of the government to support disease management activities
- Assesses the safety and efficacy of veterinary medicines and other medical products and health technologies for use in veterinary clinical and animal health practices

4. Occupation / title: Extension worker (training and farmers awareness)

Responsibility:

- Assesses and proposes recommendations to address challenges to livestock farming in the field, including basic animal husbandry practices
- Promotes and supports the implementation of evidence-based animal health interventions among communities according to government recommendations
- Delivers a range of hands-on animal health services, such as vaccination and deworming, usually in remote or underserved areas where there are limited veterinarians
- Promotes participatory decision-making for health and promotes societal change that enhances and protects animal, human, and/or environmental health and well-being
- Mobilizes, promotes, and empowers communities to adopt protective measures
- Supports community capacities for participating in health planning, interventions, services, and emergency management

5. Occupation / title: Field veterinary officer

Responsibility:

- Recognizes clinical signs of zoonotic disease, collects appropriate samples, and orders appropriate laboratory tests, and reports relevant results to the veterinary authorities
- Participates in the implementation of official contingency plans to manage zoonotic diseases
- Responds to animal owner requests for examination, diagnosis, and treatment of animals, administering and prescribing medications, analgesics, and anaesthetics as indicated
- Advises animal owners on health, nutrition, feeding, hygiene, breeding and care of animals

6. Occupation / title: Lab technician officers

Responsibility:

Potentially similar to those of Laboratory officer (gov), but the following may be distinct:

- Analyses samples to diagnose or to determine exposure to zoonotic diseases
- Manages record-keeping systems and shares results with animal health professionals and other relevant stakeholders

- Manages safety and quality assurance of laboratory practices and protocols

7. Occupation / title: Information communication technology officer

Responsibility:

- Manages the use and alignment of new technologies and of databases for animal health services and across sectors
- Provides technical supervision of the manufacture, utilization, maintenance, and repair of digital technologies to ensure satisfactory performance
- Monitors the performance of computer systems and networks and coordinates computer network access and use

8. Occupation / title: Financial officers

Responsibility:

- Mobilizes and manages government funds
- Plans and allocates funds for national health systems to ensure financial resilience during health emergencies

9. Occupation / title: Human resource development officer

Responsibility:

- Recruits, distributes, and manages animal health professionals (veterinarians, paravets, extension officers)and provides direction for operational and administrative procedures
- Oversees the selection, training, and performance of animal health professionals(veterinarians, paravets, extension officers) for an agency or organization to plan and deliver animal health services
- Develop capacity development programs for training and continuing education for relevant staff focusing on the one health approach

10. Occupation / title: Procurement and tenders officers

Responsibility:

- Implements and monitors purchasing, storage and distribution strategies, policies and plans of supplies, consumables, and equipment for zoonotic disease management
- Consults with other zoonotic disease management actors about requirements for outward goods and associated forwarding transportation

11. Occupation / title: Field Paravet officer

Responsibility:

- Collects appropriate samples, utilizing appropriate protocols and equipment, and interprets basic field test results
- Selects and utilizes proper packaging and shipping supplies and procedures to ensure the safety and quality of samples during transit to testing sites

12. Occupation / title: Central veterinary officers different department in a veterinary and animal health

Responsibility:

Potentially similar to those of Veterinarian/ Veterinary practitioner, but the following tasks could be distinct:

- Performs regulatory work on behalf of the government to implement, enforce, or advocate for animal health and welfare
- Performs and/or supervises ante-mortem and post-mortem inspections of food animals and inspections of animal products for public health safety
- Inspects and certifies animals and products of animal origin for exportation
- Participates in programmes designed to manage zoonotic diseases

-END-

Jordan's One Health Workforce for zoonotic disease management
Ministry of Health (MOH) Term of Reference

1. Occupation / title: Director of communicable disease

Responsibility:

- Oversees and coordinates human health personnel at national and sub-national levels
- Monitors and evaluates available public health information on potential and priority zoonotic public health risks to develop health regulations and legislation for human health governance, functions, and services
- Coordinates effective and timely public health emergency management, particularly of the national human health agency, while supporting the continuity of essential functions and services
- Conducts health system planning and coordination, including alignment of national strategies, policies, and plans, and engages with relevant stakeholders, to promote integrated cross-sectoral coordination for human health
- Oversees and coordinates community health personnel at national and sub-national levels
- Monitors and evaluates available community health information on public health risks to develop regulations and legislation for community health governance, functions, and services
- Coordinates effective and timely community health emergency management, while supporting the continuity of essential functions and services
- Conducts community health system planning and coordination, including alignment of national strategies, policies, and plans, and engages with relevant stakeholders, to promote integrated cross-sectoral coordination for community health
- Designs and oversees workplans, timelines, priorities, indicators, benchmarks, milestones, deliverables, and reports for initiatives on zoonotic disease management
- Manages human, infrastructural, and financial resources for zoonotic disease management
- Develops, implements, and monitors procedures, policies, and performance standards for staff
- Monitors and evaluates project activities for timeliness and effectiveness

2. Occupation / title: Director of Financial Affairs administration

Responsibility:

- Mobilizes and manages government funds
- Plans and allocates funds for national health systems to ensure financial resilience during health emergencies

3. Occupation / title: Director of Procurement and Supplies and CD Warehouse

Responsibility:

- Implements and monitors purchasing, storage and distribution strategies, policies and plans of supplies, consumables, and equipment for zoonotic disease management
- Consults with other zoonotic disease management actors about requirements for outward goods and associated forwarding transportation

4. Occupation / title: Community Medicine Specialist

Responsibility:

Potentially similar to those of Medical doctor / practitioner / physician, but the following could be distinct:

- Performs regulatory work on behalf of the government to implement, enforce, or advocate for human health and well-being
- Supervises response activities in accordance with national response strategies and plans using available resources
- Maps and engages with relevant stakeholders and partners, including communities and private sector, for a comprehensive and coordinated multisectoral emergency response approach
- Conducts and promotes statistics on health parameters to enhance the evidence base to inform the development of relevant legislation, regulations, strategies, and services

5. Occupation / title: Laboratory Technician

Responsibility:

- Develops and implements vector control programmes based on local entomological and epidemiological data to monitor, prevent, and mitigate the presence and burden of vector-borne diseases
- Supports the development and monitoring of legislation and policies aimed at reducing exposure to disease vectors and promotes evidence-based vector control measures

6. Occupation / title: Public Health Inspector

Responsibility:

- Develops and implements vector control programmes based on local entomological and epidemiological data to monitor, prevent, and mitigate the presence and burden of vector-borne diseases.
- Supports the development and monitoring of legislation and policies aimed at reducing exposure to disease vectors and promotes evidence-based vector control measures

7. Occupation / title: Director of Health Communication and Community Engagement

Directorate (Health educator, Communication officer (gov) , Risk communication specialist, Community mobilizer/ leader, Extension worker/ Community Health Care Worker)

Responsibility:

- Prepares and delivers lectures and conducts tutorials, seminars, and laboratory experiments to educate and build the capacities of health professionals
- Studies and develops concepts, theories, and operational methods for application to public health
- Identifies, establishes, and maintains trusted and functional communication channels within national disease surveillance systems and between key stakeholders for zoonotic disease management and advocacy
- Designs accessible and relevant communication materials tailored to the needs of the target audience during peacetime and emergencies
- Designs and implements communication strategies to provide real-time updates and recommendations to various target audiences

- Develops and delivers communication materials to provide real-time updates and recommendations between stakeholders
- Promotes participatory decision-making for health and promotes societal change that enhances and protects animal, human, and/or environmental health and well-being
- Lead the Health Engagement Committees (Health Community Committees and Village Health Committees)
- Mobilizes, promotes, and empowers communities to adopt protective measures
- Supports community capacities for participating in health planning, interventions, services, and emergency management
- Promotes and supports the implementation of evidence-based human health interventions based on government recommendations to promote human health and community trust
- Delivers a range of health prevention, promotion, and treatment services in peacetime and during emergencies

8. Occupation / title: Head of Zoonotic Disease and One Health / One Health focal person

Responsibility:

- Acts as contact person for a human health organization or agency to promote rapid information sharing, partnership, and collaboration to strengthen capacity to manage zoonotic health events
- Maps and engages with relevant stakeholders and partners to coordinate One Health activities

9. Occupation / title: Head of Disease Control Department

Responsibility:

- Systematically collects, analyses, and interprets health-related data to monitor trends in population health, enhance public health knowledge, and inform policy making
- Supports and implements government initiatives for the management of public health threats including management of infectious diseases
- Develops capacities for public health emergency management as part of routine health system functioning by contributing to emergency management plans, intra/after action reviews and simulation exercises
- Designs, implements, monitors, and evaluates interventions, programmes, services, and platforms to improve population and community health
- Examines and interviews patients to identify health conditions and provides treatment, support, and care usually under the direction of a medical doctor
- Communicates recommendations regarding zoonotic disease management to patients, communities, and other health professionals

10. Occupation / title: Data Analysis Expert

Responsibility:

- Conducts and promotes statistics on health parameters to enhance the evidence base to inform the development of relevant legislation, regulations, strategies, and services
- Develops recommendations based on statistical data analysis and results
- Manages the use and alignment of new technologies and of databases for human health services and across sectors

- Provides technical supervision of the manufacture, utilization, maintenance, and repair of digital technologies to ensure satisfactory performance
- Monitors the performance of computer systems and networks and coordinates computer network access and use

-END-

Jordan's One Health Workforce for zoonotic disease management
Ministry of Environment (MOEn) Term of Reference

1. Occupation / title: Meteorologist

Responsibility:

- Studies data collected from meteorological stations, radar, satellite imagery, and computer model output to identify periodic or acute weather conditions that could drive zoonotic disease outbreaks
- Incorporates environmental factors into epidemiological models and climate-informed early warning and response systems
- Investigates direction and speed of air movements, pressures, temperatures, humidity, physical and chemical transformation of pollutants and other climate phenomena

2. Occupation / title: Biostatistician

Responsibility:

- Develops recommendations based on statistical data analysis and results

3. Occupation / title: Head of One Health Division

Responsibility:

- Oversees and coordinates environment service personnel at national and sub-national levels
- Monitors and evaluates available data and information on environment risks to inform relevant regulations and legislation for governance, functions, and services
- Conducts environment system planning and coordination, including alignment of national strategies, policies, and plans, and engages with relevant stakeholders to promote integrated cross-sectoral coordination for environment health

4. Occupation / title: Environment health expert

Responsibility:

- Gathers data and information on the environment and conducts research to inform processes and approaches to environment use and conservation
- Designs and carries out environmental impact assessments to identify changes caused by natural or anthropogenic factors, particularly by private corporations
- Advises organizations and businesses in areas such as conservation, management of natural resources, prevention, and mitigation of the effects of climate change and pollution

5. Occupation / title: Vector control expert

Responsibility:

- Develops and implements vector control programmes based on local entomological and epidemiological data to monitor, prevent, and mitigate the presence and burden of vector-borne diseases

6. Occupation / title: Scientist/ Researcher

Responsibility:

- Supports the translation of environment health research into evidence-based decision-making and practices for zoonotic disease management
- Develops research agendas and priorities in environment health

7. Occupation / title: Ecologist

Responsibility:

- Conducts audits to evaluate environmental impact of activities, processes, wastes, noises and other substances

8. Occupation / title: WASH expert

Responsibility:

Study and analysis the water drinking reports from related stakeholder

- Collects and Analyses data on the quality of source waters and ground -water to identify potential drinking-water contamination and waterborne illness events and to evaluate the effectiveness of existing control measures

9. Occupation / title: Laboratory technician

Responsibility:

- Analyses samples to diagnose or to determine exposure to zoonotic diseases
- Manages record-keeping systems and shares results with environment health professionals and other relevant stakeholders
- Manages safety and quality assurance of laboratory practices and protocols
- Develops standards, protocols, and recommendations for safe and quality sample collection, packaging, transport, and testing on behalf of the government
- Establishes and monitors national laboratory programmes to develop, standardize, evaluate, and modify laboratory procedures, techniques, and tests used to analyse environment samples

10. Occupation / title: Veterinary expert

Responsibility:

- Performs regulatory work on behalf of the government to implement, enforce, or advocate for animal health and welfare

-END-

Annex 5. Results of Step 5: Match and rate occupations to priority functions by sector

Animal health		Occupation	CVO vet officer	One Health Vet officers	Field veterinary officers	Lab veterinary officer	Lab technician	Information Communication technology officer	Legal officer	Extension worker	Financial officer	HR development officer	Central veterinary officer	Procurement & Logistics officer
Function	MOA													
1+7	Coordinate zoonotic disease management using a defined framework and/or multisectoral coordination mechanism and disseminate information and updates to all stakeholders as relevant													
3+8	Jointly identify stakeholders, review, and adjust, as needed, legislation and regulations relating to zoonotic disease management													
13+17	Evaluate laboratory capacities, develop and harmonize laboratory protocols and reporting across sectors (including specimen collection, sample submission forms, packaging, transport, test algorithms and protocols, results reporting and shared data analysis)													
11+12+16	Jointly develop, design and evaluate strategy, plans, and legislation for coordinated surveillance system and data analysis, leveraging all relevant sectors													
14	Coordinate joint early warning based on zoonotic disease signals and the multisectoral development of surveillance reports													
18+19	Lead or participate in joint outbreak investigation and response activities, including in incident management systems and biosecurity and biosafety measures													
22	Conduct routine and as-needed joint risk assessments for (prioritized) zoonotic disease threats and develop relevant recommendations for risk management													
24+25	Develop harmonized risk communication and coordinate dissemination of tailored messages for risk reduction, of situation updates, and of recommendations to interested parties and the public													
33	Develop capacity development programmes for training and continuing education for relevant staff focusing on the One Health approach													
36	Monitor and evaluate the effectiveness of zoonotic disease management activities													

Human health		Occupation/Portion	Director of Communicable Disease	Community Medicine Specialist	Lab technician	Director of Health Communication and Awareness	Public Health Inspector	Zoonotic Disease and one Health expert	Veterinarian	Data analysis expert	Disease Control Department
Function											
1+7	Coordinate zoonotic disease management using a defined framework and/or multisectoral coordination mechanism and disseminate information and updates to all stakeholders as relevant										
3+8	Jointly identify stakeholders, review, and adjust, as needed, legislation and regulations relating to zoonotic disease management										
13+17	Evaluate laboratory capacities, develop and harmonize laboratory protocols and reporting across sectors (including specimen collection, sample submission forms, packaging, transport, test algorithms and protocols, results reporting and shared data analysis)										
11+12+16	Jointly develop, design and evaluate strategy, plans, and legislation for coordinated surveillance system and data analysis, leveraging all relevant sectors										
14	Coordinate joint early warning based on zoonotic disease signals and the multisectoral development of surveillance reports										
18+19	Lead or participate in joint outbreak investigation and response activities, including in incident management systems and biosecurity and biosafety measures										
22	Conduct routine and as-needed joint risk assessments for (prioritized) zoonotic disease threats and develop relevant recommendations for risk management										
24+25	Develop harmonized risk communication and coordinate dissemination of tailored messages for risk reduction, of situation updates, and of recommendations to interested parties and the public										
33	Develop capacity development programmes for training and continuing education for relevant staff focusing on the One Health approach										
36	Monitor and evaluate the effectiveness of zoonotic disease management activities										

Function	Environment	Occupation/ Position										
			Head of one health division	Veterinary expert	Metronologist X	Biostatistician	Environment expert	Vector control expert	WASH Expert	Ecologist	Scientist/Research	Laboratory technician
1 + 7	Coordinate zoonotic disease management using a defined framework and/or multisectoral coordination mechanism and disseminate information and updates to all stakeholders as relevant		●	●	●	●	●	●	●	●	Minor Role	Minor Role
3 + 8	Jointly identify stakeholders, review, and adjust, as needed, legislation and regulations relating to zoonotic disease management		●	●	●	X	●	●	●	●	Minor Role	X
13 + 17	Evaluate laboratory capacities, develop and harmonize laboratory protocols and reporting across sectors (including specimen collection, sample submission forms, packaging, transport, test algorithms and protocols, results reporting and shared data analysis)		●	●	●	●	●	●	●	●	●	●
11 + 12 + 16	Jointly develop / align and evaluate strategy, plans, and legislation for coordinated surveillance system and data analysis, leveraging all relevant sectors		●	●	●	●	●	●	●	Minor	●	●
14	Coordinate joint early warning based on zoonotic disease signals and for multi-sectoral development of surveillance reports		●	●	●	X	●	●	●	Minor	●	●
18 + 19	Lead or participate in joint outbreak investigation and response activities, including in incident management systems and biosecurity and biosafety measures		●	●	●	●	●	●	●	●	●	●
23	Conduct routine and as-needed joint risk assessments for (prioritized) zoonotic disease threats and develop relevant recommendations for risk management		●	●	●	●	●	●	●	●	●	●
24 + 25	Develop harmonized risk communication and coordinate dissemination of tailored messages for risk reduction, of situation updates, and of recommendations to interested parties and the public		●	●	●	●	●	●	●	●	●	●
33	Develop capacity development programmes for training and continuing education for relevant staff focusing on the One Health approach		●	●	●	●	●	●	●	●	●	●
36	Monitor and evaluate the effectiveness of zoonotic disease management activities		●	●	●	●	●	●	●	●	●	●

Annex 6. One Health Workforce strengthening plan

Recommended actions	Timeframe	Next steps	Responsible agency	Focal person	Resources	Follow-up
Finalize the inter-ministerial TORs and mapping (including defining the reporting line within and among Ministries, and data sharing)	6 months to review 1 year to finalize	<ul style="list-style-type: none"> Review and update the MOU between MOH and MOA Define the role of MOEn in the One Health Workforce Define the role of MOLA in the One Health Workforce Define the role of JFDA in the One Health Workforce 	MOH	One health focal points MOA, MOH, MOE	<i>Not applicable</i>	<i>According to national authorities process as per to follow the standard During the routine one health meeting through the one health committee</i>
Develop specific TORs for Vector borne Task Force	3 months first quarter	<ul style="list-style-type: none"> Finalize the TOR Conduct a workshop on leishmania, malaria, 	MOH, Nuseirat and WHO	dr Saed MOH Dr Sariyah alshareef	Pandemic fund	During 3 meetings Final report for vector borne needs assess at the year by the year march - 2026
One Health zoonotic disease prioritization	Second quarter of the year 2026	Review and update the pathogen list using quadrapartite tool	MOH	MOA, MOH, MOenv focal point	Pandemic fund	
Integration of 2 electronic systems EIDSS and JIERS for reporting and notification	First of quarter-up to one year	Assess the integration of the tow electronic system (api) Develop action plan for integration with prioritization of notification Integrate the two system	MOH, MOA	MOH Dr Fatima Thneibat MOA Dr Nour abu Elizz	Pandemic fund	2 system integration with notification activated